

Stakeholder engagement

Overview

Engaging and building relationships with our stakeholders is key to driving value creation, ESG goals, and the group's sustainability. Open, accessible, and effective communication is at the heart of our engagement both with internal and external stakeholders. The board retains oversight of stakeholder management, while implementation and monitoring of stakeholder engagement is devolved to the various management teams within the group. Each of the group's operations engage with their diverse range of stakeholders based on our core values of respect, honesty, and integrity.

Our approach

Through in person engagements, surveys, and greater investor communication, we understand our social impact and our stakeholder needs and interests and can respond appropriately during the course of business. Our approach is guided by our philosophy that unites our organisation through shared focus areas and key values, namely:



Customer Centric

If we help our customers succeed, so will we



Quality

Make a commitment and stick to it



Team

We all share the same goal



Efficiency

Focusing on what counts



Safety

See you back tomorrow



Stakeholder groups

Our stakeholders are individuals, groups, and organisations that affect and are affected by Bell Equipment's activities, products or services and associated performance.



Employees

Our employees are our most valuable asset and we attract talented team players through the social credibility earned during our decades in business. Our employees are motivated to perform and build relationships with colleagues and our other stakeholders to create and retain value for mutual benefit.

Value creation and retention:

- providing meaningful employment and opportunities for people to develop their skills and advance in their careers.
- focusing on diversity and inclusion in the workplace.
- open, fair and honest policies to reward employees for what they do and the value they add to the business.



Customers

Our customers are the valued dealers and end users of our products. By purchasing our equipment and aftermarket solutions they facilitate the group's growth strategy and support our job creation and business sustainability goals.

Value creation and retention:

- listening to and delivering on customers' equipment needs.
- supporting customers throughout the lifetime of their equipment with meaningful aftersales solutions.
- understanding a customer's business so that we are a trusted adviser that supports them in achieving success in their business.



Suppliers and strategic OEM partners

Relationships are at the core of our business. Building lasting relationships with our suppliers and strategic OEM partners has enabled Bell to grow its product range and geographical reach in line with our growth strategy and sustainability goals.

Value creation and retention:

- partnerships with our strategic OEM partners have enabled us to offer our customers valuable and diverse equipment solutions to support them in achieving success in their businesses.
- supporting and developing local suppliers has created jobs and promoted economic growth and sustainability.



Local communities

As a part of the communities in which we operate we conscientiously manage our environmental impact in terms of both our operations and the carbon footprint of our machines, and take an active role in the growth and advancement of the communities in which we operate.

Value creation and retention:

- wherever possible we support local suppliers to drive economic growth, job creation and sustainability.
- we seek to increase value creation through environmental management initiatives geared at lowering energy consumption, reducing water consumption and recycling waste.



Shareholders, investors, financiers and insurers

Shareholders, investors and financiers provide the necessary financial capital to sustain and grow the business while insurers mitigate operational risks.

Value creation and retention:

- through a focus on sales, efficiency improvement, working capital management and cost containment initiatives we strive to increase return on investment to create and retain value for our shareholders, investors and financiers.



Government and regulators

We have a comprehensive internal system of policies and procedures to support sound governance, compliance with the legal requirements of the various countries in which we operate, and payment of relevant taxes to support the economy.

Value creation and retention:

- by openly engaging with government and adhering to legislation we aim to be a model corporate citizen that actively contributes to creating a fair and ethical society.

The quality of Bell's relationship with each of its stakeholders is described according to the legend below:



Mutually beneficial relationships



Strong and reliable relationships



Relationships that could be strengthened



Employees

Our people are the heart and soul of the business. Their skills and commitment determine the group's ability to realise its strategy. Engaging with our employees ensures they are involved and productive, helps to attract and retain key and critical skills, and embeds an ethical culture throughout the group.



Capitals:



Material themes:



What they care about

- Healthy working conditions.
- Fair remuneration for their service.
- Recognition.
- Strengthening employee engagement.
- Health and safety.
- Career advancement.
- Employment equity.
- Greater flexible working conditions.
- Their human rights being respected and respecting the human rights of those who may be affected by our business.

How we engage

- Employee forums (e.g. health and safety, employment equity committees).
- Regular engagement with trade union representatives on key issues.
- Investment in skills training and career development.
- Learning programmes for persons with disabilities.
- Information road shows about employee benefits (e.g. medical aid and pension funds).
- Feedback through improved performance management.
- Regular ethics and fraud awareness road shows.
- Induction programmes.
- Internal newsletter, intranet, and internal communication via digital platforms.
- Health and safety 'toolbox talks'.
- Employee wellness days.
- Long service awards.
- Anonymous tip off reporting line.

Our response to important matters during the reporting period

- Training and skills development both in house through our accredited training centre and externally.
- Ongoing focus on labour and employee relations.
- Our commitment to a zero harm culture.
- Ongoing health and safety programmes.
- Trade union meetings and negotiations.
- Review and improvement to bonus scheme and incentive schemes linked to group performance.
- Progress with diversity and inclusion.
- Quarterly GEC feedback sessions to the group.
- Fraud management briefs.
- Building Us Stronger programme.





Customers

We continue to grow customer trust and support by understanding their business, codeveloping world class products that deliver performance in rugged environments and demonstrating dedication to maximising their uptime.

Anticipating our customers' needs goes a long way to elevating the Bell brand, growing marketing share, and building long term customer loyalty.



Capitals:



Material themes:



What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> Product quality, performance, and reliability. Remaining informed. Product innovation. Aftersales service. Finance availability and options. Responsible supply chain. Digital disruption and cyber security. Overall value proposition. Having a personally committed and trusted advisor. BBBEE compliance and local economic development within South Africa. 	<ul style="list-style-type: none"> Face to face engagement with sales and customer service teams. Trade exhibitions. Product launches and demonstrations. Ongoing research and development. Factory tours. Advertising. Traditional and social media including Bell Bulletin magazine, Facebook, LinkedIn, Instagram, and YouTube. Website. Ongoing product testing. 	<ul style="list-style-type: none"> Building Us Stronger programme. Driving digital transformation throughout the group to better serve our customer's needs. Using the 'EYE' external customer service monitoring service to understand our customers' needs. Innovating solutions to reduce environmental impact. The provision of competitive finance offers. Regular sales training on products. Managed supply chain disruptions. Enhanced service levels to customers. Continued good governance in place to meet legislative and regulatory requirements. Focused on empowering EMEs/QSEs through the Bell ESD programme.



Suppliers and strategic OEM partners

Suppliers and strategic OEM partners are key to the group's performance and core to the group's strategic positioning. Through a culture of continuous improvement and the effective use of our suppliers' talents, we focus on consistently meeting and exceeding our promise to our customers.



Capitals:



Material themes:



What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> Timely payment and fair terms. Regular engagements. Long term beneficial relationships. Increased revenue and volume growth. Future growth of the group and understanding expectations of the group. Reputational consistency. Responsible and positive brand management. BBBEE compliance and local economic development within South Africa. 	<ul style="list-style-type: none"> Adopting the Building Us Stronger philosophy in dealing with our suppliers and strategic partners. Product launches and demonstrations. Trade exhibitions. Maintaining the Quest for Gold supplier improvement initiative that acknowledges key suppliers for outstanding service. Effective communication and ongoing regular direct engagements. Service level agreements and audits. Suppliers conference. Factory and site visits. 	<ul style="list-style-type: none"> Increased contact with partners. Transparent communication to keep partners informed of our operational requirements. Collaboration to overcome supply chain challenges. Positive negotiations to agree on mutually beneficial contractual terms. The growth of services and the aftermarket for both parties.

Local communities

Our business activities impact the communities around us. We have a responsibility to reduce our negative impacts, increase our positive influences and provide support to our communities, which in turn, safeguards our reputation. Empowering local economies builds trust in Bell Equipment while communities benefit from social and environmental initiatives.



Capitals:



Material themes:



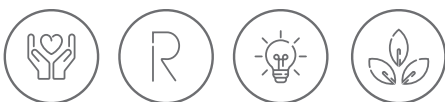
What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> Socio economic empowerment. Environmental issues – including the impact of climate change. Economic upliftment and job creation. Enterprise development. Preferential procurement. Infrastructure development. 	<ul style="list-style-type: none"> Education and job creation. CSI/SED spend. Air assistance for crime fighting initiatives. Apprenticeship programme. Trade ins and the Bell backed loan scheme for qualifying small black owned businesses. Welfare projects within communities where the group operates. Support of non governmental organisation fundraising events, e.g. CANSA, Lifeline. 	<ul style="list-style-type: none"> Ensured our social activities and interactions align with our core purpose and business objectives while addressing ESG related risks and opportunities. Skills development through the Bell apprenticeship programme. Partnered with SAME Foundation to build a school science laboratory. Focused on addressing the needs of educational institutions. Supplemented labour force from surrounding communities. Initiatives focused on energy consumption, water stewardship, and waste reduction. Realised preferential procurement opportunities for community businesses.

Shareholders, investors, financiers and insurers

Providers of capital, which include investors, debt funders, investor community and potential investors, are a crucial element of our long term sustainability. Engagement with these stakeholders creates an informed perception of the group and its activities. The feedback we receive from our engagement with these stakeholders informs our reporting practice.



Capitals:



Material themes:



What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> Group strategy implementation. Group performance and sustained returns on investment. Legal, regulatory and compliance excellence. Leadership strength and management depth. Good corporate governance. Risk management. Transparent executive remuneration. Alignment of values. Responses to macro economic and socio economic environment. Approach and implementation of ESG. 	<ul style="list-style-type: none"> AGM and voting. Our reporting suite, including the IAR. Annual and interim results presentations. Media relations, including press releases, SENS announcements and trading updates. Group website including a dedicated investor relations website. Local and international one on one or group engagements. Site and factory visits and open days. 	<ul style="list-style-type: none"> Commitment to sound corporate governance. Group results presentations. Engaging with shareholders and investors through virtual and in person roadshows. AGM. Development of an ESG framework as part of our ESG roadmap.



Government and regulators

Our government stakeholders are policymakers, and they guide our operations through the relevant policies and regulations that impact our business. The group's relationship with government impacts on its ability to contribute towards job creation, broader economic, social, and environmental objectives globally. We recognise that we need to engage continuously and periodically with regulators, in a manner that fosters growth and trust.



Capitals:



Material themes:



What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none">Adherence to legislative and regulatory requirements.Social economic growth.Skills development.Employment creation.Transformation and diversity.BBBEE status (South Africa).	<ul style="list-style-type: none">Statutory reporting that cultivates a zero tolerance culture for regulatory non compliance.Communication through participation in industry consultative bodies and public forums including:<ul style="list-style-type: none">National Economic Development and Labour Council,Business Unity South Africa,South African Capital Equipment Export Council,Steel and engineering industries federation of southern Africa ('SEIFSA').Social upliftment programmes and initiatives including:<ul style="list-style-type: none">Trade ins and the Bell backed loan scheme for qualifying small black owned businesses.Apprenticeship programmes undertaken by Bell at its training facility.BBBEE reporting requirements (South Africa).	<ul style="list-style-type: none">Ongoing regulatory and legal compliance.Protection of personal information.Cybersecurity.Responsible taxpayer.Responsible corporate citizen.Engagement in industry related bodies and matters.Promotion of local manufacturing to support job creation and economic growth.Continued to meet our BBBEE commitments.Energy, water and waste reduction and compliance with environmental legislation.Education and job creation.

